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ABSTRACT

Experiences gained by the Documentation Center of the German Foundation for International Development have been used to develop this manual on the establishment of information and documentation centers. Guidelines are set forth for the orientation phase of the operation, beginning with a market analysis and consultation with experts in the field. In the design phase, factors are determined that characterize the concept and efficiency of the information system of the center. Scope, target group, user needs, types of documentation, information elements, and types of services must be taken into account. Working tools in the development process include: (1) classification systems; (2) procurement regulations; (3) work sheets; (4) rule for formal (bibliographical) description; (5) indexing rules; (6) data processing rules; (7) order of call numbers/filing system; (8) storage systems; (9) instruments of control and management; and (10) contacts to other information and documentation centers. The planning of manpower and physical requirements follows, with the introductory phase of operations coming next. The introductory phase of establishing the operation is followed by a test phase. Annexes include an organizational chart, a description of tasks and activities, indicators for working time, and a description of a typical proportion of activities in a small center. (SLD)

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Dr. Beate Brodmeier

Establishment of Information and Documentation Centres

A Manual

Bonn, July 1992

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A Manual

Bonn, July 1992

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Preface

In fulfilling its function as coordinator in the field of development cooperation information, the Documentation Centre (ZD) of the German Foundation for International Development (DSE) is frequently consulted with respect to the establishment of information and documentation centres (I&D centres). The experiences gained with these consultancy activities are laid down in this manual. More detailed information can be obtained from other sources which could be indicated to the reader by an experienced information and documentation specialist.

In most cases consultancies made by the ZD of DSE focussed on the establishment of smaller I&D centres which are not independent centres but part of a large organization. For this reason, their problems are accorded priority in this manual.

The establishment of an I&D centre takes place in several stages. The individual operational steps can be taken in the order as mentioned in this manual or in parallel; moreover they can be adapted according to the relevant framework conditions. They are only intended as stimulus for the planning of projects and as checklist for practical purposes.

Bonn, January 1992 Dr. Beate Brodmeier

This manual has been prepared in German language for users within Germany. However, the general principles laid down in this document are also applicable in developing countries. This publication aims at assisting information managers to set up a small I&D centre which serves a limited user clientele. It is, nevertheless, advisable to consult an experienced information professional should problems arise during the planning and implementation phases.

Bonn, July 1992 Lutz Hüttemann

I. Orientation Phase

1. Procurement of information

The first step of the orientation phase consists of a type of "market analysis", i.e. an investigation of whether the envisaged I&D tasks are already being dealt with partially or completely by other I&D centres. Since I&D activities are particularly personnel-intensive, it is in many cases less costly to obtain such services from other centres and to limit one's own documentation activity to tasks which are not yet covered. When undertaking the "market analysis" it is useful to consult directories of institutions, attend relevant events, and establish contacts to existing I&D centres.

2. Visits to I&D centres

The "market analysis" provides information on which I&D centres are of relevance both to the field of activities and personnel structure. Small I & D centres, especially those staffed by one person, can provide information regarding the type of services to be rendered by a small number of staff; larger I&D centres offer good examples of a reasonable division of labour, effective work procedures as well as use of modern technology.

3. Consultancy by I&D experts

In addition to visits to I&D centres, which provide impressions on everyday activities, the advice of renowned experts should also be heard. Not only in this phase but also in the following phases is it indispensable to be able to draw on the experience and advice of colleagues, should problems arise.

4. Preparation of expertises

In some cases, the financing agency of the planned I&D centre may request the preparation of an expertise. If it is possible to participate in the selection of the expert(s), attention should be drawn to the fact that the potential expert actually has the subject knowledge to assess the problems in question.

II. Design Phase

In this phase such factors are determined which characterize the concept and efficiency of the information system of the I&D centre.

1. Scope

One of the essential indicators is the scope, i.e. the determination of the subject field which the information system is to cover. It is examined, on the basis of the "market analysis", whether other determinants, i.e. in geographical or temporal respect, are required. The avoidance of duplication of work should always be of paramount importance, since it otherwise causes a waste of manpower and financial resources.

2. Target group

Another factor decisively determining tasks and extent of activities of the future I&D centre is the target group at which the information services are aimed. The most important question to be answered during this phase therefore is: Who is going to be informed? (Who will be the user of the information ?)

3. User analysis

After having determined the target group, the information needs and information behaviour of potential users have to be analysed. This survey can be carried out in different ways depending on manpower and financial ressources. The following methods are available (examples only):

- evaluation of experiences, particularly regarding the establishment of in-house documentation services, if staff is available who know the information needs of their colleagues;

- interviews;

- enquiries by means of questionnaires;

- preparation of user and lending statistics if libraries or archives already exist.

The user analysis should provide details about which information has to be supplied in which way. Researchers need different information than students, and politicians have a different information behaviour than managers.

The analysis must, inter alia, provide answers to the following questions:

- About which subjects/facts are enquiries made with preference ?

- Which types of documentation should be available giving which details (e.g. details on literature, research works, projects, institutions, audio-visual material)?

- Which form of presentation is requested (e.g. scientific / theoretical or more practice-oriented)?

- How should the literature/data/hard copy supply look like?

- Which prices would (still) be tolerated by users?

The user analysis should also provide details on the type of information services. The needs of the potential users can be determined by the following criteria:

by type:
- enquiries or (literature) searches,
- printed services,
- magnetic tape or diskettes services,
- dialogue services (online),
- CD-ROM services;

by contents:
- references (e.g. bibliographies),
- full text,
- directories ;

by degree of indexing or processing of information:
- classification,
- keywords/descriptors,
- abstracts,
- content analysis or evaluations;

by actuality:
- high actuality,
- medium actuality,
- negligible actuality;

by completeness:
- complete,
- less complete,
- incomplete;

by promptness:
- immediately,
- one to two days,
- one week and more;

by frequency:
- continuously,
- ad hoc;

by language:
- which languages would be accepted?

Which of the information demands can actually be satisfied depends decisively on the manpower and financial resources of the planned I&D centre.

It would be an advantage if the evaluation of the user analysis would permit the identification of "user types" (persons with identical or similar information needs respectively information behaviour) and user's "demand profiles". The planning of standardized and individual services would then be more precise.

The more accurate and careful the execution of the user analysis, the better the actually existing information demand can later be met.

4. Types of documentation

The user analysis forms the basis for the determination of the types of documentation to be indexed. They include, inter alia:

- literature (monographs, grey literature, reports, journal articles),
- research works,
- projects,
- institutions,
- persons,
- events.

5. Information elements

The information elements provide future users with all relevant details on research works, monographs, institutions, etc. What the user considers to be relevant, should be derived from the user analysis. Advice can be given by experts working in national libraries or professional associations.

The information elements for each type of documentation to be handled by the I&D centre should be selected carefully since too few details lead to information gaps, whereas superfluous details lead to an overload of information.

Example of information elements for a monograph

Author(s) / personal author(s)
Corporate author(s)
Title
Bibliographical data
Series data
Language(s)
Keywords / descriptors
Annotation / abstract
Location of the document

Example of information elements for an institution

Name of institution
Acronym
Name in foreign language (e.g. in French, German, etc.)
Address (e.g. P.O. Box, street, zip code, town)
Telephone number (incl. intern. and town prefix number)
Telex number
Telefax number
Legal status
Year of establishment or foundation
Direction / director
Contact person
Tasks and activities
Further details according to objectives of directory

6. Types of services

On the basis of the user analysis those types of services are determined which the I&D centre can provide within the framework of personnel, financial and technical resources. This procedure has effects both on the storage design and the content analysis and indexing depth for the objects to be documented.

Particularly the provision of information services should take place in several phases since the data basis is relatively small in the beginning and technical facilities have most likely not reached their final stage of development.

Potential information services could be, inter alia:

- enquiries and searches (on literature, research works, projects, experts, institutions, events, etc.)
- current awareness services
- press (newspapers) clipping services
- printed information services (e.g. subject bibliographies, lists of titles, accessions lists, directories of all types)

- non-printed information services (e.g. on magnetic tape, on diskettes, on optical storage devices)

- information counselling (e.g. referral of users, reference service on information sources, instruction concerning the use of information sources, etc.)

- processing and repackaging of information from different sources

- procurement of literature and other information materials.

III. Working Tools in the I&D Process

Many work procedures of the I&D process can be formalized. In so doing, regulations, work sheets and forms play an important role since they guarantee completeness and uniformity (standardization) in data processing; this is an essential prerequisite especially for EDP-supported processing of information. The regulations, work sheets and forms can be considered to be indispensable tools in rationalizing diverse work procedures. Rationalizing is very important as the I&D process is very personnel-intensive.

1. Classification systems

The classification systems are essential tools for the I&D process. They serve diverse functions.

The so-called indexing languages are intended above all

- to arrange the data in the storage system;
- to provide a short contents summary in literature documentation as well as subjects in factual documentation;
- brief information for the users;
- rapid retrieval of information for (literature) searches;
- establishment of indexes for bibliographies, directories and catalogues.

The classification systems for the organization and storage of documents and materials are to facilitate

- rapid access to the original material (books, magazines, project reports, questionnaires etc.);
- various administrative tasks (procurement, accession control, location, filing/shelving, lending, etc.).

Strengths and weaknesses of classification systems can best be identified during visits to I&D centres working in the same subject field. On the occasion of such visits it should be examined whether one of the classification systems applied would be suitable to one's own requirements. Expenditure in time and money which can so be saved as regards establishment and maintenance, should not be underestimated.

In all those cases where a classification system cannot be taken over partly or completely, an individual system has to be designed. Special attention has to be paid to development and maintenance, since the efficiency of the I&D system decisively depends on the smooth functioning of the classification systems.

Well-functioning classification systems are characterized by the following criteria:

- high flexibility, i.e. expandable if necessary
- user-friendliness
- compatibility, i.e. no isolated solution
- EDP suitability
- reasonable maintenance requirements

These criteria are met, inter alia, by the following classification systems:

- keyword systems (easy to use and to maintain, expandable, compatible)
- system of controlled terms, i.e. only specific keywords may be used for indexing (easy to use, slightly higher maintenance requirements, expandable if necessary, compatible)
- thesaurus (easy to use, high preparation and maintenance requirements, expandable if necessary, compatible if established according to ISO 2788:"Guidelines for the establishment and development of monolingual thesauri" or ISO 5964:"Guidelines for the establishment and development of multilingual thesauri").

If in doubt which classification system is best for your I&D Centre try to get expert advice.

2. Procurement regulations

The user expects from an efficient I&D system that he receives information from as many and diverse sources as possible. The procurement of these sources is as a rule very limited due to the given financial resources. In order to achieve an effective use of scarce funds, procurement policy regulations should be laid down. These regulations should be oriented to diverse criteria.

In literature documentation these could be: the scope, the user needs as well as already collected documents.

In factual documentation (institutions, research works, projects, experts etc.) these would include: the scope, user needs, availability and/or confidentiality of data, data protection.

3. Work sheets

Irrespective of the type of data processing - manually, EDP-supported or online - there should be work sheets since these serve as vouchers following the classification process. The work sheet is a form in which information elements are entered (cf. II/5). Order and sequence depend on the respective function of the information elements. The entry of information elements in the work sheet is based on specific rules (cf. the following two paragraphs).

Any I&D centre will give advice on the design of work sheets.

In factual documentation the work sheet also fulfills the function of a questionnaire by means of which the data are requested from the institution completing the questionnaire.

4. Rules for formal (bibliographical) description

In the case of formal (bibliographical) description those information elements are entered in the work sheet which formally describe a documentation object (book, journal article, institution, project, etc.). The entry in the work sheet should be made according to fixed rules so that uniformity of data processing is always guaranteed.

In order to spend as little time and energy on the preparation of regulations, the regulations of related I&D centres at national and international level should be examined as to whether they can be taken over partly or completely.

Regarding literature documentation the situation is relatively simple, since standard regulations can be applied. For advice on standards one should check with the national library or a professional association or an existing library service.

More difficult is the situation concerning factual documentation. This is due to the fact that number and sequence of the information elements at diverse I&D centres deviate considerably so that up to this day no regulations exist which can be generally recommended. For this reason, the I&D centre will have to prepare its own regulations.

5. Indexing rules

The indexing as to contents or subjects shall inform the potential user whether books, research works or information on institutions etc. are of relevance to the questions he has in mind.

Indexing can be done according to various methods. In order to become familiar with their strengths and weaknesses, different I&D centres should be visited and experts consulted.

With respect to development policy there is one standard work

for indexing: The "Macrothesaurus for Information Processing in the Field of Economic and Social Development"; it is prepared and maintained by the OECD, Paris.

The international standards to be recommended are:

ISO 214	Abstracts for publications and documentation
ISO 5963	Methods for examining documents, determining their subjects, and selecting indexing terms

Should it become clear after detailed examination of existing rules that none are suitable for one's own requirements, individual rules have to be elaborated.

6. Rules for data processing

In order to be able to store the data entered in work sheets, they have to be formatted (manually or EDP-supported). A formatting rule which is either taken over from another I&D centre or has to be prepared by the centre in question, guarantees that the data are formatted in an identical way over a longer period of time.

7. Order of call numbers / filing system

The documented material (i.e. books, journal articles, project reports, questionnaires for research work, institutions, experts, etc.) must be filed or located according to a specific order after indexing has taken place. This order has always to guarantee rapid access to the material.

For monographs and literature in the widest sense it is recommended to elaborate an order of call numbers; for all other materials a filing system should be developed which can be handled flexibly.

Suggestions can be obtained from libraries, I&D centres and records management offices.

8. Storage systems

The data must be stored in such a manner and according to such methods that at any time they can be retrieved under as many aspects as possible. The following storage media, inter alia, are available: index cards, punched cards, magnetic tapes or computer diskettes.

When choosing the storage system, the available financial and manpower resources play an important role in addition to the volume and anticipated usage frequency of the data collection.

As long as the data collection is limited small and the annual increase in data is small, it can be recommended to start the storage procedure at first by means of manual methods. Attention must be paid from the very beginning that the structure and organization of data are chosen in such a manner that at any time a transition to an EDP-supported method is possible.

The manual method would consist in the establishment of a number of catalogues. Their number would depend on the access points desired by the user. In literature documentation, for example, catalogues of authors, subject fields, countries and possibly corporate authors have proved to be useful in the past. Before establishing additional catalogues, the time involved in the preparation and maintenance of the catalogue must be weighted against the time which the user would otherwise have to spend on lengthy (literature) searches.

Little can be said on EDP-supported storage procedures here. In view of the rapid development of computer hard- and software, no long-term statements can be made. Only the advice of experts at the time of procurement would be helpful. In addition, the technical, organizational and financial conditions of I&D centres differ so much that decisions can only be taken for each individual case. Decision-making can be facilitated by visits to I&D centres, by consultation of experts, and by studying relevant literature.

9. Instruments of control and management

The development of instruments and methods, which control and guide the work procedures of the I&D process and which continuously monitor the pursuit of the objective, is among the necessary tasks of an I&D centre. The instruments or methods include, for example:

- procedures for the review of all tasks as to their effectiveness and functionality;
- analysis of shortcomings;
- user surveys (continuous or ad hoc), in order to find out whether the services offered are in line with the actual needs of the users;
- statistics on data processing, enquiries, (literature) searches, subscribers to periodic publications, data stock and annual increase, amount of photocopies provided to users, etc.;
- cost comparisons and calculations of expenditures (cost / benefit analysis).

Statistics are an effective instrument of control in order to obtain an overview on times with high or low workload or to determine an increase in enquiries respectively decrease in specific services. In addition they are an important instrument in order to prove the urgency of requests to the financing agency for additional manpower and financial resources. Statistics can play this role only if the necessary prerequisites are met, i.e. if the units to be counted are defined and if procedures have been developed for their continuous investigation (like forms with accompanying instructions for their completion).

10. Contacts to I&D centres

The contacts to other I&D centres are an essential tool for an efficiently functioning I&D process. It is not only a matter of obtaining solutions or information concerning organizations or persons when problems arise, but above all to extend one's own field of activities by means of agreements. The agreements can

lead to exchanges of material which relieve the acquisitions budget; or agreements can be reached on division of labour or exchange of data, which decreases the costs involved for one's own documentation process. Concerning the provision of information, an effective network of contacts is helpful as one can be sure that referred enquiries will be answered competently by other I&D centres.

IV. Planning of Manpower and Physical Resources

The formulation of the concept of the planned I&D centre (confer II) is preconditional for the calculations on the manpower and physical resources. These calculations will provide the basis for the establishment of the budget/financial plan.

1. Organizational chart / distribution of tasks

The distribution of the tasks to be fulfilled by the personnel of an I&D centre have to be determined in an organizational chart. The distribution of the tasks depends on available manpower and financial resources as well as technical equipment. One example for a possible configuration is shown in Annex 1.

For calculating the requirements regarding personnel and material including technical equipment the tasks have to be subdivided into relevant activities, for which an example is given in Annex 2.

2. Manpower requirements

In order to be able to determine the manpower requirements, the individual activities have to be translated into qualifications for future staff members, i.e. it must be laid down which personnel in which salary bracket is to be assigned which task. Relevant information can be gathered from a professional association and/or from regulations applicable to the public service.

The manpower requirements are calculated on the basis of indicators for working time (examples in Annex 3). These indicators are based on the calculations of planning work for "The Program of the Federal Government for the Promotion of Information and Documentation (I&D Program) 1974-1977". They may also be applicable today in the context of a developing country.

The following is an example of the manpower requirements of a small I&D centre. The calculations are based on the following assumptions:

- ca. 1,000 documentary units per year;
- ca. 200 institutions or projects per year;
- information services offered: enquiries, (literature) searches, accession lists, subject bibliographies, current awareness services, institution or project directories, supply of literature.

For running such a small I&D centre, the following personnel is required:

- 1/2 staff member having a diploma or bachelor's degree in librarianship or information science;
- 1 documentalist having a certificate qualification or a diploma in librarianship;
- 1/2 staff member having a typist's or technical qualification.

More details are provided in a table "Assessment of Activities in Percent of the Total Working Time in a Small I&D Centre" as shown in Annex 4.

If any of the above-mentioned assumptions are changed considerably, the manpower requirements have to be adapted accordingly.

The next step consists in calculating the personnel costs on the basis of pay scales, preferably those of the public service.

3. Space and workplace requirements

Only in rare cases will the I&D centre be assigned such buildings which are designed according to its needs. In most cases it will have to use buildings which are available and which have to be adapted optimally to its requirements.

In any case, attention must be paid to the fact that sufficient

space is available for the functions/tasks like acquisition of documents/material, storage (library), the documentation process, information of users, and central services. Most space is needed for the storing and filing of documents/materials.

Enough space must be allocated for the workplaces of the calculated number of staff. Staff does not only require desks and chairs, shelves and bookcases, but also for considerable work spaces and storing areas. When furnishing workplaces such aspects as ergonomy and functionality have to be taken into consideration. Only if all necessary tools are available for the activities of the personnel, is a smooth functioning of work procedures guaranteed. If the building capacities permit, also reading places for future users should be envisaged.

Upon completion of the planning stage a list containing the required equipment is prepared which should include quotations of prices.

4. Technical equipment

When planning the technical equipment all types of technical facilities which are suitable to rationalize work procedures, have to be taken into consideration. To save here would be to economize in the wrong place. In addition to typewriter(s), copier(s), telephone(s) and perhaps a telex or telefax machine, shelf units for books, journals and other documentation material have to be considered. In some cases even personal computers and related hardware (printers, diskettes etc.) and software may be included. Ideas can be gained in libraries and other I&D centres and in stores specializing in office communication and organization.

Upon completion of the planning process, a list of required tools and equipment including the quotation of prices should be prepared.

5. Financial plan (budget)

After the calculations for manpower and physical resources and technical equipment have been completed, a financial plan (budget) is prepared. The financial plan provides a short-term or medium-term overview on the expenditures of the coming years. I&D centres which are financed by government funds have to prepare a budget.

The financial plan (budget) is subdivided into personnel costs, non-recurrent expenditures and current expenditures.

Non-recurrent expenditures are made for machinery, equipment and furniture.

Current expenditures have to be envisaged for the items mentioned below:

- purchase of books, journals and other documentation material;
- office supplies (including index cards, forms, other materials);
- rent and maintenance for rooms and machinery;
- postal and telephone charges;
- travel cost;
- costs of instruction and training of personnel.

6. Concept paper

The preparation of a concept paper is indispensable for various reasons. It shows the planners on the one hand whether all prerequisites for reaching the goal have been met or whether there are still some gaps to be filled; on the other hand such a paper is the decision-making tool for donors or the parent institution financing the I&D centre. For this reason the concept paper must contain a detailed description of the goals as well as tasks and

activities of the I&D centre to be established. In addition, the structure and organization of the planned I&D process must be outlined. Moreover, one paragraph should deal with the cooperation with other I&D centres active in the same subject field in order to clearly define the position of the new I&D centre. The financial plan (budget) containing data on the annual current expenditures (including personnel costs) and the non-recurrent expenditures rounds off the concept paper.

It is recommended to implement the establishment of the I&D centre in several stages.

V. Introductory Phase

In the introductory phase the I&D system is established step by step. In line with the manpower, financial and technical resources available, the step-by-step plan outlined in the concept paper can be implemented.

1. Selection of staff

The staff whose number and qualification has been determined in the planning phase (cf. IV/2) should be selected with special care. It would be optimal to employ trained personnel like holders of a certificate or diploma in library and information studies.

If this is not possible future staff should be given the opportunity to acquire the necessary skills in training courses and through visits to other I&D centres.

2. Renting of rooms and design of workplaces

Rooms have to be rented or acquired for carrying out the I&D process, the offices have to be furnished functionally, and the required equipment has to be purchased.

3. Instruction / training of I&D personnel

After the required rooms and workplaces have been made available, the I&D staff must be made acquainted with the relevant activities on the basis of guidelines and instructions. If the skills to carry out such tasks is lacking, the staff members in question have to participate in appropriate training courses.

4. Acquisition of information sources

If material to be documented is not already available, as a first step literature, data and material have to be acquired by purchase or exchange. Acquisition should be oriented to the established criteria (acquisitions policy, cf. III/2).

5. Documentation process

During the introductory phase the rules for formal (bibliographical) description, indexing, cataloguing and data processing, which were elaborated during the planning phase or which have been taken over from other centres, have to be tested.

6. Storage of data

The data gained by the documentation process serve to establish the manual or EDP-supported storage of material.

7. Establishment of information services

Information services should not be offered too early. Since the data basis is naturally very small in the beginning, there would be a considerable risk that the information needs of users are only insufficiently met; this may lead to a wrong impression concerning the efficiency of the I&D centre.

(Literature) searches and periodic information services like "Selective Dissemination of Information" or "Current Awareness Services" should be offered only if the data basis is sufficient as to scope and depth.

8. Control and management instruments

The efficiency of the I&D system to be established must continuously be evaluated by means of various methods. During the initial years simple statistics fulfill this purpose (e.g. number of documentary units described, number of enquiries, number of (literature) searches, etc.). Later on, more sophisticated methods should be added (cf. III/9).

VI. Test Phase

The introductory phase should be followed by a test phase. It is advisable that it lasts 12 months in order to be able to eliminate shortcomings and to introduce system improvements.

The criteria, work procedures and rules established in the planning phase should be examined during the test phase if

- the user needs are met;
- the technical equipment is appropriate;
- the manpower and financial resources are sufficient.

Should shortcomings be found in any of these factors, measures have to be taken for their elimination.

Those work procedures which prove effective during the test phase may be maintained in the forthcoming phases. In those cases where shortcomings occur, the work organization or the rules have to be changed.

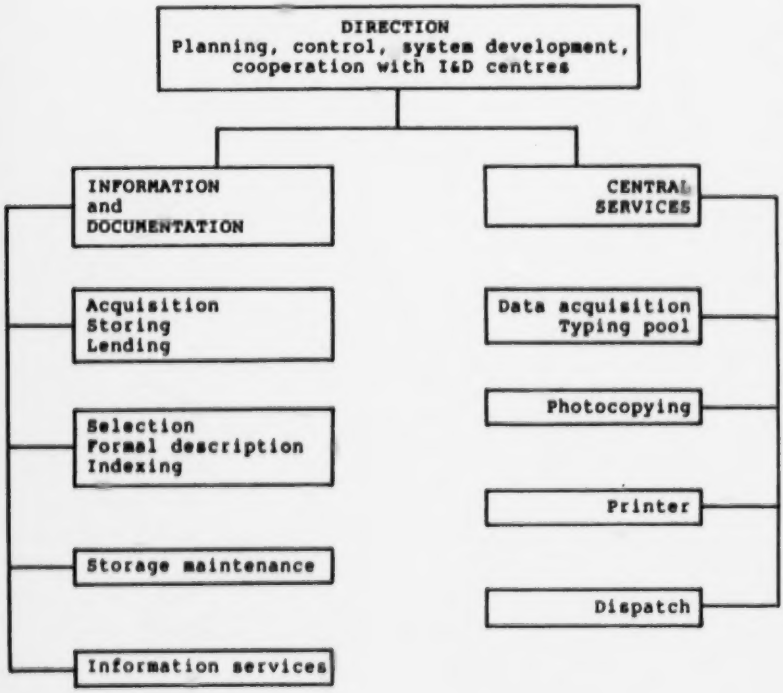
The qualification of the staff members should be continuously upgraded by training measures.

If after the completion of the test phase it has proved that the I&D system is working smoothly, organization and structure can be maintained for a specific period of time. However, it must be expected that the system has to be modified from time to time since it primarily has to respond to the user needs which may be subject to change.

ANNEXES

ANNEX 1

Organizational Chart of an I&D Centre



ANNEX 2

Distribution of Tasks and Activities in an I&D Centre

Tasks	Relevant activities
Direction	- planning, control, development of the I&D system
Cooperation	- cooperation with other I&D centres
Acquisition	- observation of information sources
	- acquisition and selection of documents/facts
	- control of orders and reminders
Formal description	- formal (bibliographical) description of documents/facts
Indexing	- indexing of documents/facts
Data acquisition	- transfer of data from the work sheet to index cards/screen; corrections
Storing	- location/filing (e.g. of books, journals, fact material)
Storage	- storage of the indexed data/facts according to diverse viewpoints (preparation of catalogues or data bases)
Information service	- enquiries
	- retrospective (literature) searches
	- editing of information services (e.g. bibliographies, title information, CAS, SDI)
	- technical production of information services (including photocopies)
	- lending
	- distribution/dispatch of information services

ANNEX 3

Indicators for Working Time

Annual working time

1 man year	=	200 workdays	=	96,000 minutes
1 workday	=	8 hours	=	480 minutes

I&D process

- Control, selection and acquisition of information sources	8.5	minutes/DU*
- Formal bibliographical description including data processing	5-10	minutes/DU
- Indexing including data processing (without abstracts)	40	minutes/DU
- Retrospective literature searches	45	minutes/DU

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* DU = documentary unit

ANNEX 4

Assessment of Activities in Percent of the Total Working Time in a Small I&D Centre

Documentalist with a degree	percent
- planning, control, development, cooperation	5 %
- indexing	15 %
- enquiries, retrospective (literature) searches	15 %
- editing of information services	15 %
	50 %

Documentalist	
- screening of documents/facts offered	5 %
- acquisition of documents and facts	20 %
- control of orders and reminders	5 %
- formal (bibliographical) description	10 %
- storing	10 %
- catalogue maintenance	10 %
- enquiries, retrospective (literature) searches	30 %
- lending	10 %
	100 %

Typist/technical personnel	
- data processing	15 %
- catalogue maintenance	20 %
- technical production of information services (including photocopies)	10 %
- distribution/dispatch of information services	5 %
	50 %

DSE in brief

The German Foundation for International Development (DSE) was created by the Federal and Land governments in 1959 on the initiative of all the political parties represented in the Federal Parliament. It was assigned the task of fostering the relations between the Federal Republic of Germany and developing countries on the basis of a mutual exchange of experience. The DSE fulfills this mandate by organizing training programmes, seminars and conferences to support projects in countries of Africa, Asia and Latin America which serve economic and social development.

Since its creation, the DSE, in cooperation with national and international partner organizations, has provided more than 84.000 experts and leading personalities from more than 140 countries with an opportunity to discuss issues of international development or undergo professional training.

In its work, the DSE attaches priority to rural development, food security and the promotion of industrial vocational training. It also supports efforts to improve organization and planning in developing countries in the fields of public administration, health, education and development planning. Furthermore, the DSE prepares German experts for their assignments in developing countries, and provides a comprehensive information and documentation service.

The DSE is based in Berlin, but it also has specialized centres with branches at various locations in the Federal Republic of Germany:

Berlin:	Executive Office, Development Policy Forum (EF), Central Administration, Economic and Social Development Centre (ZWS), Public Administration Promotion Centre (ZÖV), Public Health Promotion Centre (ZG) in the process of organization, Branch Berlin-Mitte (ZG)
Bonn:	Education, Science and Documentation Centre (ZED)
Bad Honnef:	Area Orientation Centre (ZA)
Mannheim:	Industrial Occupations Promotion Centre (ZGB)
Magdeburg:	Branch of the Industrial Occupations Promotion Centre (ZGB)
Feldafing:	Food and Agriculture Development Centre (ZEL)
Zschortau:	Branch of the Food and Agriculture Development Centre (ZEL)

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